

Message Text

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TO USMISSION OECD PARIS

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SUBJECT: ENVIRONMENT COMMITTEE--COMMENTS ON STRUCTURE

REF: STATE 065135; PARIS 6414

SUMMARY: THIS MESSAGE CONTAINS OUR COMMENTS CONCERNING THE DESIRABLE STRUCTURE AND WORKING METHODS FOR THE ENVIRONMENT COMMITTEE. IN SUMMARY, THE US POSITION REMAINS AS EXPLAINED AT THE MARCH MEETING OF THE COMMITTEE: A PROPOSAL FOR JOINT MEETINGS OF THE BUREAU OF THE COMMITTEE AND SECTOR GROUP BUREAUS IN ORDER TO IMPROVE COMMUNICATION AND COORDINATION AND FACILITATE A MULTI-DISCIPLINARY APPROACH TO SPECIFIC PROJECTS. THE MISSION UNCLASSIFIED

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IS ASKED TO MAKE THIS POSITION AVAILABLE TO SECRETARIAT

AND OTHER DELEGATIONS ASAP. END SUMMARY.

1. AS HAS BEEN CLEAR FOR SOME TIME AND AS WAS BROUGHT OUT RATHER SHARPLY IN THE DISCUSSION OF THE MARCH MEETING OF THE ENVIRONMENT COMMITTEE, THERE IS A GENERAL CONSENSUS AMONG THE MEMBERS THAT, DESPITE THE GOOD WORK BEING DONE BY THE SECTOR GROUPS, THERE IS:

A. INADEQUATE COMMUNICATION AND COORDINATION OF ACTIVITY

ON VARIOUS PROJECTS AMONG THE SECTOR GROUPS AT THE WORKING LEVEL;

B. LESS THAN OPTIMUM USE OF THE MULTI-DISCIPLINARY APPROACH, PARTICULARLY IN THE CASE OF ECONOMIC INPUT;

C. INADEQUATE OR INEFFECTIVE VERTICAL COMMUNICATION BETWEEN THE ENVIRONMENT COMMITTEE AND THE SECTOR GROUPS, LEADING TO A VARIETY OF PROBLEMS, NOT THE LEAST OF WHICH IS WORK AT THE PROJECT LEVEL WHICH IS NOT ALWAYS CONSISTENT WITH OR RESPONSIVE TO THE DESIRES OF THE ENVIRONMENT COMMITTEE.

2. SEVERAL PROPOSED REVISIONS IN THE WORKING STRUCTURE OF THE COMMITTEE WERE DISCUSSED AT THE MARCH MEETING. AFTER EVALUATING THE VARIOUS SCHEMES, THE US HAS CONCLUDED THAT ANY REVISED STRUCTURE FOR THE ENVIRONMENT COMMITTEE SHOULD MEET THE FOLLOWING TESTS:

A. IT SHOULD RESULT IN A MINIMUM OF FURTHER FORMAL BUREAUCRATIZATION, I.E., PLACEMENT OF ADDITIONAL LAYERS BETWEEN THE COMMITTEE AND THE PROJECT LEVEL;

B. IT SHOULD MAINTAIN THE EXISTING SECTOR GROUP STRUCTURE, SINCE THESE GROUPS ARE HIGHLY EFFECTIVE CHANNELS TO THE TECHNICAL COMMUNITY, AND SUCCESS OF PROJECTS DEPENDS IN THE FINAL ANALYSIS ON THE COOPERATION AND INPUT OF THAT COMMUNITY;

C. IT SHOULD NOT DETRACT FROM THE IMPORTANT POLICY AND UNCLASSIFIED

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PROGRAM DIRECTION RESPONSIBILITIES THAT NECESSARILY MUST CONTINUE TO LIE WITH THE ENVIRONMENT COMMITTEE ITSELF;

D. IT MUST, HOWEVER, PROVIDE FOR IMPROVED INTEGRATION OF SECRETARIAT AND MEMBER STATE EFFORTS. THIS IS PARTICULARLY IMPORTANT SINCE SEVERAL PRESSING NEW PROBLEMS EITHER OBVIOUSLY CROSS SECTOR GROUP LINES OR CAN BE BETTER ADDRESSED THROUGH MORE EFFECTIVE CROSS FERTILIZA-

TION;

E. IT SHOULD BETTER INTEGRATE ECONOMIC INPUT AND ANALYSIS INTO THE SUBSTANCE OF THE ISSUES AS THEY ARE BEING CONSIDERED AT THE PROJECT LEVEL;

F. IT SHOULD BE SUFFICIENTLY FLEXIBLE TO PERMIT TIMELY RESPONSES, AT THE PROJECT LEVEL, TO CRITICAL PROBLEMS OF INTEREST TO THE MEMBER STATES;

G. IT SHOULD FACILITATE BETTER IN-DEPTH POLICY DEBATES IN THE ENVIRONMENT COMMITTEE ON KEY ENVIRONMENTAL PROBLEMS.

3. HAVING APPLIED THESE CRITERIA TO THE VARIOUS PROPOSALS WHICH HAVE BEEN TABLED, THE US BELIEVES A STRUCTURAL ARRANGEMENT ALONG THE FOLLOWING LINES SHOULD BE ENDORSED BY THE COMMITTEE, WITH THE UNDERSTANDING THAT IT CAN BE KEPT UNDER PERIODIC REVIEW AND SUBJECT TO REFINEMENT OR AMENDMENT AS EXPERIENCE MAY DICTATE:

A. THE EXISTING SECTOR GROUPS SHOULD REMAIN IN BEING, TO BE SUPPLEMENTED BY ANY OTHERS WHICH FUTURE EXPERIENCE MAY INDICATE SHOULD BE CONSTITUTED. CONVERSELY, THERE SHOULD BE NO HESITATION IN DISBANDING ANY SECTOR GROUP IF A CONSENSUS DEVELOPS THAT ITS USEFUL WORK IS COMPLETED OR THAT IT SHOULD MORE APPROPRIATELY BE INTEGRATED INTO SOME OTHER GROUP.

B. THE ORGANIZATIONAL ARRANGEMENTS SHOULD REMAIN FLEXIBLE ENOUGH TO PERMIT THE FORMATION OF TEMPORARY GROUPS FOR THE EXAMINATION OF PARTICULAR PROBLEMS OR ISSUES WHICH DO NOT FIT INTO THE FRAMEWORK OF A PARTICULAR SECTOR
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GROUP.

C. COORDINATION SHOULD BE PROMOTED THROUGH PERIODIC JOINT MEETINGS OF THE SECTOR GROUP BUREAUS AND THE BUREAU OF THE ENVIRONMENT COMMITTEE. THESE JOINT BUREAU MEETINGS WOULD BE CHAIRED BY THE CHAIRMAN OF THE ENVIRONMENT COMMITTEE BUREAU, WITH EACH SECTOR GROUP REPRESENTED BY ITS CHAIRMAN AND/OR ONE OF ITS VICE CHAIRMEN (EACH GROUP TO DETERMINE ITS OWN REPRESENTATION). ANY OTHER WORKING GROUPS (E.G., SUBCOMMITTEE, STEERING GROUP) CARRYING ON MAJOR ACTIVITIES AND REPORTING DIRECTLY TO THE ENVIRONMENT COMMITTEE WOULD BE REPRESENTED IN A MANNER SIMILAR TO THE SECTOR GROUPS. APPROPRIATE DIRECTORATE OFFICIALS WILL ALSO ATTEND.

D. IF DEEMED APPROPRIATE, AT THE INVITATION OF THE CHAIRMAN ATTENDANCE COULD BE SUPPLEMENTED BY ADDITIONAL EXPERTS CALLED IN BY THE BUREAUS AND/OR POLICY LEVEL OFFICIALS FROM COUNTRIES NOT REPRESENTED ON THE BUREAU. (THE INTENTION WOULD BE, HOWEVER, TO KEEP SUCH ADDITIONAL PARTICIPATION TO A MINIMUM.)

E. TO RECAPITULATE, SUCH JOINT MEETINGS WOULD BE AIMED AT:

(1) ACTING AS A VEHICLE THROUGH WHICH GENERAL DECISIONS

OR RECOMMENDATIONS OF THE ENVIRONMENT COMMITTEE COULD BE CHanneLED TO THE APPROPRIATE TECHNICAL GROUPS, WITH SUPPLEMENTARY GUIDANCE AS APPROPRIATE;

(2) ENSURING REVIEW AND GUIDANCE OF SPECIFIC PROJECTS AS PART OF AN INTEGRATED AND COORDINATED PROGRAM, WHICH WOULD INCLUDE APPROPRIATE ECONOMIC INPUT AND, IN GENERAL, UTILIZE A MULTI-DISCIPLINARY APPROACH AT THE PROJECT LEVEL;

(3) WHERE DESIRABLE, MAKING IT POSSIBLE TO BRING TO THE ATTENTION OF THE ENVIRONMENT COMMITTEE PROBLEMS OF COORDINATION, RESOURCES, OR THE LIKE IN THE OVERALL PROGRAM, RECOMMENDATIONS, OR STATEMENTS OF NEW PROBLEM AREAS THE UNCLASSIFIED

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COMMITTEE SHOULD CONSIDER.

4. CONCERNING THE TIMING OF THE "JOINT BUREAUS" MEETINGS, THEY WOULD APPEAR MOST APPROPRIATE AND CONVENIENT DIRECTLY FOLLOWING THE MEETING OF THE ENVIRONMENT COMMITTEE AT WHICH THE FINAL DECISIONS ON THE FOLLOWING YEAR'S PROGRAM ARE TAKEN. (IN 1975, THIS WOULD MEAN FOLLOWING THE JUNE COMMITTEE MEETING.)

5. TO IMPROVE THE FLEXIBILITY AND EFFECTIVENESS OF THESE ARRANGEMENTS AND ASSURE OPTIMUM USE OF LIMITED RESOURCES, IT IS RECOMMENDED THAT THE MANPOWER AVAILABLE TO THE SECRETARIAT BE ALLOCATED TO PROJECTS, GIVING CONSIDERATION TO PRIORITIES AND RELATIVE NEEDS FOR SECRETARIAT SERVICES AMONG THE VARIOUS PROJECTS APPROVED BY THE ENVIRONMENT COMMITTEE. ASSIGNMENT OF SECRETARIAT STAFF ON THIS BASIS SHOULD IMPROVE EFFICIENCY IN RELATION TO THE PAST PRACTICE OF ASSIGNING STAFF EXCLUSIVELY TO SECTOR GROUPS OR SUBCOMMITTEES.

6. ACTION REQUESTED: MISSION IS REQUESTED TO COMMUNICATE THE PRECEDING FIVE PARAGRAPHS IN WRITING TO THE SECRE-

TARIAT AS SOON AS POSSIBLE, IDENTIFYING THEM AS THE UNITED STATES' COMMENTS ON THE STRUCTURE ISSUE DISCUSSED AND UNRESOLVED AT THE MARCH MEETING OF THE ENVIRONMENT COMMITTEE. MISSION SHOULD ALSO MAKE THESE COMMENTS AVAILABLE TO OTHER DELEGATIONS AT A SUITABLY HIGH LEVEL, TOGETHER WITH AN EXPRESSION OF HOPE THAT A CONSENSUS ON THESE POINTS CAN BE ACHIEVED WELL IN ADVANCE OF THE JUNE MEETING OF THE COMMITTEE. FYI: THIS MESSAGE ADDRESSES SOLELY THE QUESTION OF STRUCTURE. HOWEVER, WE ANTICIPATE TRANSMITTING--PRIOR TO THE JUNE MEETING--SEPARATE COMMENTS ON THE CRITICAL NEED TO PROVIDE MORE DETAILED AND BETTER INTEGRATED PROGRAM AND BUDGET

INFORMATION TO THE COMMITTEE ON A TIMELY BASIS. ANY MISSION INPUT ON THIS ISSUE WILL, OF COURSE, BE MUCH APPRECIATED. END FYI. KISSINGER

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